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California Child and Family Services Review: System Improvement Plan Update

County of Tuolumne
Human Services Agency
Juvenile Probation Department

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April 2013

CWS/Probation Cover Sheet

California's Child and Family Services Review
System Improvement Plan

County:	**Tuolumne**
Responsible County Child Welfare Agency:	Department of Social Services, Child Welfare Services
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Table of Contents

CWS/Probation Cover Sheet ____ *2*

I. Stakeholder Participation ____ *3*

II. Outcome Measures, Goals, Strategies, Action Steps ____ *4*

A. County's current performance ____ 4

B. County's Strategies and Action Steps ____ 8

III. Other Successes/Promising Practices ____ *12*

Animal Assisted Intervention: The Hands and Hooves Project ____ 13

StepDown Implementation ____ 14

Peer Partner Project ____ 14

Quality Parenting Initiative (QPI) ____ 15

IV. Other Outcome Measures Not Meeting State and/or National Standards ____ *16*

V. Link to the Program Improvement Plan ____ *17*

VI. SIP Chart ____ *19*

I. Stakeholder Participation

Tuolumne County Child Welfare Services and Probation departments enthusiastically engaged in this third year of system improvement strategies as part of a system wide effort to improve outcomes for youth and families. This effort has been embraced by our community partners, stakeholders, collaborators, and participants.

As we wrap our third year of a targeted and eventful process of implementing initiatives, programs, and strategies for improvement, there is much to be excited about as well as lessons learned which will be addressed in this year end report. This report will review our strategies, how they have served to improve on specific outcome measures, and areas for further effort to ensure goal completion by October 2013.

In review, Tuolumne County's 2009 Peer Quality Case Review (PQCR) and resulting County Self Assessment (CSA) in 2010 identified weaknesses in Child Welfare Services (CWS) and Probation. For CWS, these included a lack of appropriate foster homes, frequent changes in placement for older youth, a need to implement formal family finding, and a need to increase support staff in CWS. Community and service provider surveys highlighted a need for counseling, drug and alcohol treatment services, community-based interventions, and school based services. That same survey identified a need to increase parenting resources, improving collaboration/citizen engagement, increasing outreach/awareness activities, education, and school-based programs.

The County Self Assessment outlined needs for improvement in early, community-based intervention, timely response by CWS to referrals of abuse, timely reunification, improving stability of placement for youth in foster homes, a community-based step-down or aftercare program for clients stepping out of the court dependency arena, and formal family finding efforts to fully engage families in meeting the myriad needs of their family members.

Community engagement occurred in the form of regular dialogue with the county's child abuse prevention coalition (Prevent Child Abuse Tuolumne County), the county's drug free communities partnership (YES Partnership), foster youth, foster parents, community based organizations, First 5 Tuolumne County, and Columbia Community College Foster and Kinship Care Education program. Targeted engagement was initiated in the formation of the county's first **Peer Partner program**, including stakeholder focus groups, client focus groups, and through presentations to community based organizations. Efforts to engage resulted in a successful launching of what initially presented as a slow-to-develop *Peer Partner* initiative. Positive results will be outlined in this report.

Additional community engagement was critical in addressing ongoing hurdles to meeting outcome measures related to reentry and lowest level of care for kids placed out-of-home. Stakeholder and client engagement was critical to address these areas and resulted in the department setting a high priority to implement **Quality Parenting Initiative (QPI)** with support through The Youth Law Center and **Safety Organized Practice (SOP)** with coaching and support through UC Davis Northern Training

Academy. These initiatives have resulted in several community meetings, focus groups, strategy sessions, work groups, informational sessions, and training throughout this third SIP year. This effort demonstrates Tuolumne County's capacity to adjust and redirect its priorities to ensure best outcomes for families.

Probation staff actively participates in stakeholder participation events. These have included monthly "mixers" with foster parents and a focus group/presentation for the Quality Parent Initiative (QPI) Program. In addition, Probation staff are members of Prevent Child Abuse Tuolumne County (PCATC) and the YES Partnership, a committee committed to "Supporting Tuolumne County Youth and Families Dedicated to Preventing Substance and Child Abuse". These committees are comprised of various community members, community based organizations, and faith based organizations, county government, schools, law enforcement, parents, and students. Goals and milestones are reviewed and updated as needed.

Probation holds periodic focus group meetings and has youth and parents complete evaluations upon completion of programs. In the summer of 2012, a graduation barbeque was held for youth and their family following the completion of our eight week summer program which began with a Strengths Finder assessment and concluded with Aggression Replacement Training. Parents and youth shared their views and experience and also completed an evaluation. Also in attendance, and participated in the discussions with the youth and their families were the District 1 Board of Supervisor, Liz Bass and Chief Probation Officer Adele Arnold. Probation has an ongoing commitment to gather input from stakeholders regarding services that we provide.

II. Outcome Measures, Goals, Strategies, Action Steps

A. County's current performance

System improvement has been a top priority in Tuolumne County. Efforts toward continuous quality improvement have included developing local programs, implementing statewide initiatives, and improving standard practice through observation and data review. Maintaining this momentum has been challenging considering constant staff turnover, addition of legislative mandates refocusing core activities, and impact of realignment at the county level. Nevertheless, two of the four outcome measures highlighted in the current SIP have resulted in distinct improvements; Timely Response and Youth Transition to Adulthood. We outline first the Probation efforts to meet the Youth Transition to Adulthood measure and will conclude with CWS activities.

PROBATION

Probation chose to focus on Youth Emancipating from Foster Care are Prepared to Transition to Adulthood when developing the 2010-2013 SIP (Outcome/Systemic Factor 8A). According to Quarter 3 (2012) UCB data, Tuolumne County Probation had one youth ILP eligible and receiving services. It should be noted that at the time of our 2010-2013 SIP was developed, data for 8A was not being collected for probation. The following chart has been updated to reflect the outcomes of two youth who emancipated

from the foster care system since our SIP Update submitted in September 2011, and includes data from August 2011 through January 2013. During this time we had two youth emancipate from the foster care system.

Outcome/Measure	Of the 2 Emancipated Foster Youth	Percent
Homeless Within 6 Months of Emancipation	1	50%
High School Diploma or Equivalence at time of Emancipation	1	50%
Family or Lifelong Connection at time of Emancipation	2	100%
Employed or Attending College/Vocational Training Program at time of Emancipation	0	0%
New Law Violation Following Emancipation (Within 6 months)	1	50%

The youth with the poor outcome was detained at age seventeen and a half and the family had significant Child Welfare history in multiple counties. In an attempt to provide services, the youth was removed from his mother who was homeless and reunification services were offered. An in-depth psychological evaluation was completed using funding from CWSOIP and a comprehensive case plan was developed to address multiple issues that were identified. The minor was in foster care for twelve days before committing a new offense. He was committed to a camp program for the safety of the community, and to receive intensive services. Reunification services were terminated at the Six-Month Review Hearing as there had been no contact with the mother. This youth reached the age of majority while in the camp program and therefore was not eligible for Extended Foster Care through AB12 (*After 18*). Although the minor made some progress while in the camp program, he was not able to complete the program successfully. Following his release from the camp program, the minor was returned to a foster care placement to determine what type of placement and services would best meet his needs. The minor's mother had returned to the area and because the minor had reached the age of majority, he had not been successful in previous foster care placements. There was no indication he would be successful should the Court continue out of home placement; his placement orders were terminated. The minor was offered an opportunity to participate in the HOPE (Housing and Opportunities Program for Emancipated Foster Youth) House, Tuolumne County's THP-P Program. The minor declined the opportunity and returned to his mother. He soon found himself homeless and in the Adult Justice System. The minor was in foster care for a total of twenty days.

Tuolumne County Probation had one youth who transitioned to Extended Foster Care through the *After 18* program (AB12) and Welfare and Institutions Code 450 (who is not included in the chart above), and one youth that relocated out-of-state with a biological parent of whom he had not been removed from (who accounts for the second youth in the chart above).

Probation Staff has been successful in that every youth in foster care, whether ILP eligible or not, have a lifelong connection with at least one adult, and most youth having multiple identified connections. Holding multiple "family meetings" has proved beneficial for our youth as family members are identified and continually assessed for future placement, possible connections (other relatives or close family friends) and is actively involved in the permanency planning for the youth.

CHILD WELFARE SERVICES

2B Timely Response (10 Day Referrals).

The national standard is 90%. According to the January 2013 Quarterly Data Report (Quarter 3 of 2012), of the 69 referrals requiring a 10 day response, 65 were investigated timely. This measures 95.7% compliance. Our target for Tuolumne County's compliance rate was to be no less than 92%. Current data indicates Tuolumne County Child Welfare Services is exceeding this goal. Internal adjustments to practice including enhancing Differential Response (DR) and adding an AmeriCorps volunteer has been integral in allowing this positive change to continue to improve throughout this SIP period. Additional work outside the written SIP that has supported this improvement includes early implementation of Safety Organized Practice (SOP).

8A Youth Transition to Adulthood.

No national Standard has been set relating to the frequency of ILP service activities for youth. According to January 2013 data derived from the SafeMeasures© database, of all children over the age of 16 in placement at least one day and all children 14-16 whose placement has been opened for more than 30 days, 18 out of 21 youth had at least one recorded ILP service. This indicates 85.7% of eligible youth have been provided ILP services. Tuolumne County aimed to maintain a minimum of 75% ILP participation rate for transitional aged youth. Current data indicates Tuolumne County Child Welfare Services continues to exceed this goal. Early in this SIP cycle, improvements were made through the use of a bachelor's level intern who provided case support to all ILP aged foster youth. The intern committed to a second year of unpaid volunteer work in this area due to his level of commitment to the youth he served. Since that time, AB 12 provided the impetus to hire a half-time social worker to work specifically in the ILP program while simultaneously case managing the older and non-minor dependent populations, ages 17-21 years.

Tuolumne County has been challenged in two outcome areas: reentry and lowest level of care.

C1.4 Reentry Following Reunification.

The national standard is set at 9.9%, indicating no more than 9.9% of children should re-enter out-of-home care. According to the January 2013 Quarterly Data Report (Quarter 3 of 2012), of the 40 children who exited care, 17 had subsequent entries within 12 months; this is a reentry rate of 42.5%. Tuolumne County's goal related to this outcome measure was that reentry figures would remain between 15-18%. Tuolumne County Child Welfare Services is not meeting this goal.

A closer look at this data reveals there are a number of factors to consider when evaluating this performance standard for Tuolumne County. Of the 17 children who are referenced above as re-entering care, 24% (n=4) came into care after the family had been provided extensive Voluntary Family Reunification services. These four children came from two families and included one sibling set of 3. Tuolumne County has always believed that providing voluntary services is a prudent and family-focused way to deliver supportive services to families and avoid juvenile court intervention. While this practice is fundamentally strengths-based and provides a less restrictive form of intervention, it can result in the data on re-entry being negatively impacted. For this reason, implementation of Safety Organized Practice (SOP) has been rolled out including attendance at foundational training by a third of the staff and the assignment of a hands-on coach by UC Davis Northern Training Academy. Remaining staff attended foundational training in April 2013 to establish the necessary groundwork for a successful adjustment in practice with a keen eye on impacting reentry rates for families.

Of the 17 children who are referenced above as re-entering care, 71% (n=12) re-entered care while the families were receiving Court ordered Family Maintenance services. One hundred percent of this subset was receiving services to address issues of substance abuse, and all re-entered placement following parental relapse. Academic sources clearly indicate that services to address addiction must be provided for a prolonged period of time to ensure long term sobriety. Unfortunately, the statutory timelines surrounding reunification can result in children to be returned home before the parents achieve a solid foundation in their recovery. This trend has led to the inception of formalized meetings with Behavioral Health and CWS leaders to revamp the Dependency Drug Court (DDC) curriculum and to look closely at practice relating to serving families struggling with substance abuse disorders. Staff will receive training in a new curriculum (Matrix program). Additional analysis will be conducted on drug testing practices, Peer Partners will be assigned to DDC clients nearing conclusion of the DDC case, StepDown services will be offered and possibly ordered. Each of these activities aims to reduce high reentry rates.

Of the 17 children who are referenced above as re-entering care, 5% (n=1) re-entered care following a prior juvenile court case closure. The remaining 95% (n=16) were either in an FM case or directly entered from a voluntary case effort.

4B Least Restrictive Placement (Point in Time).
The next area of ongoing challenge for Tuolumne County is in our ability to place youth in the lowest level of care. That said, it is critical to note relative placements have increased significantly. There has been an 8.3% increase in relative placements between August 2012 and February 2013. The challenge lies in locating local foster family homes to serve our youth.

There is no national standard set for this measure. According to the January 2013 Quarterly Data Report (Quarter 3 of 2012), of the 111 children in placement (point in time measure), 32.4% (n=36) were placed in a relative home, 9% (n=10) were placed in a local Foster Family Home, 41.4% (n=46) were placed in a Foster Family Agency Home (FFA), and 1.8% (n=2) were placed in a Group Home. The System Improvement Plan (SIP) goal indicated Tuolumne County Child Welfare Services would reduce FFA placements to 26.9% and maintain this figure below 28%. Current data indicates Tuolumne County Child Welfare Services is not meeting this goal with 41.4% of youth placed in FFA homes.

To date, Tuolumne County has 23 licensed foster family homes. Of these 23 homes, 17% (n=4) provide strictly respite care, 17% (n=4) provide only adoptive care, and 17% (n=4) provide care to infants. This leaves 11 remaining homes that accept foster care placements. This foster home shortage makes the task of placing the 111 children referenced above in a local home impossible. An evaluation of current placement data indicates that of the 11 homes currently accepting placement, 73% (n=8) have at least one child placed in their home.

This downward trend was significant enough to warrant a drastic shift in attention to an evidence based foster care system development model. Tuolumne County was selected as a pilot county to implement Quality Parenting Initiative (QPI) in November 2011.

B. County's Strategies and Action Steps

C1.4 Reentry Following Reunification
Tuolumne County successfully developed and implemented a multi-avenue community support system for clients known as the *Community Step-Down Program*. An RFP was issued, a vendor selected, and an AmeriCorps position created in order to ensure multiple paths for referring StepDown families; externally to a community based organization and internally to an AmeriCorps Family Support Aide. Linkages efforts were also reconfirmed to support all families eligible to the Welfare to Work program which in essence provides three possible roads to success for families to travel as they step down off of formal CWS services.

Dependency Drug Court clients were provided an orientation to the StepDown program, introduced to family support aides to provide a warm handoff, and to date 9 families, representing a total of 16 children, have benefited from the program.

The second strategy, to implement a Tuolumne County *Peer Partner* Program, has also been highly successful, albeit in its early stages. Tuolumne County completed its early planning and implementation, in concert with the local Child Abuse Prevention Council (CAPC). The local CAPC served as a segue way to engage a community based agency to secure funding for a second year of the Parent Leadership Academy. Ultimately, former DDC families were recruited to become *Peer Partner*s yielding a strong starter team of four committed individuals. Each Partner is working closely with 3-4 DDC families.

Although the third strategy, Enhance Family Group Decision Making, was eliminated from the SIP matrix prior to this current review year, with the intent to ensure its use within DR and StepDown, Tuolumne County has actively engaged in early implementation of Safety Organized Practice (SOP) with a very strong FGDM element. This has allowed the effective and improved use of FGDM practice in casework braided with continuous safety assessment, risk assessment, and family driven philosophies.

Nurturing Parent curriculum also continues to support families receiving services. Between July and December 2012, 12 families (totaling 15 parents and 18 children) received home visiting by parenting instructors using the Nurturing Parent curriculum. Pre- and Post-test scores reflect improvements across five scales of parenting attitude and behavior. Families increased by 1.02 points on the Adult-Adolescent Inventory (AAPI-2) and +3.7 points on the Nurturing Skills Competency Scale. Of the 12 families served, 50% (n=6) first participated in a Dependency Drug Court (DDC) parenting class. This transition from the classroom to home visiting served as an effective stepping stone for families.

<u>4B Least Restrictive Placement (Point in Time)</u>.
Our approach to reduce the level of care for youth to the least restrictive level of care was initially to develop and implement a formal Family Search and Engagement (FSE) team. Challenges arose in that the first team members were volunteers and Welfare to Work Subsidized Employee Placements who phased out of the job prior to the task becoming fully embedded into practice. These team players were replaced with relief, part-time Community Health Workers who serve CWS clients in a wide array of activities. Again, the nature of the job lent itself to training one individual just to watch that individual transition to a higher level position elsewhere, leaving the project implementation incomplete. It became apparent that only full time, paraprofessional staff would be necessary to ensure project completion. Though policies and procedures have been drafted, ongoing FSE activities have been limited to finding relative placements. This has resulted in a steady increase in the placement of youth in relative care, clearly the least restrictive option.

To enhance foster family home placement options, the county shifted its attention to actively piloting the Quality Parenting Initiative program. This early implementation year has begun to yield results. QPI is expected to increase the quality, quantity, and longevity of foster parents in the community. A Foster Parent Liaison has been added to the team to nurture relationships, identify solutions to challenges, and assist in maintaining local placements at that lowest level of care.

Continued attention is ongoing in the area of active family search and engagement. This effort may include resources through AmeriCorps, Peer Partner and/or training interns for CWS and probation.

The second strategy, Wraparound implementation, was placed on hold due to realignment. On the other hand, the third strategy is one of the county's greatest successes; the *Hands and Hooves* program. Details are outlined in the following section.

ASQ screening was completed prior to this third SIP year. All contracts through First 5 Tuolumne County require community partners to use the ASQ screening tools as part of services delivered to youth ages 0-5. An existing contract is in place with CWS and Public Health to screen all youth ages 0-3.

2B Timely Response (10 Day Referrals)

Initial approaches to correct 10 day response time to referrals included dividing the Emergency Response unit into two subunits: Court and field. This approach served the county well in that it gave staff the opportunity to learn the targeted job function more seamlessly, and timeframes improved. Data indicated the response time had been corrected, yet drops in staffing posed the need to readjust and the ER unit was again blended. The ER unit is actively training in SOP with an offsite coach and Differential Response is being provided to the lowest level ER Referrals, allowing staff to continue to excel in this timeliness outcome measure. The team continues to honor internal office policies to increase 10 day response compliance and continues to document contact notes into the CWS/CMS system more efficiently, thereby documenting the compliance in real time. SafeMeasures© reports are reviewed weekly for compliance improvements and to address timeliness early in the ten-day window.

Our second strategy was to continue to build a community-based intervention model using Differential Response (DR) services to prevent child abuse, to intervene early in lower risk families, and to ensure community participation in providing a safety net for families. CWS reissued an RFP in August 2011, incorporating post-dependency Community StepDown services and Family Group Decision Making initiatives to support families phasing out of CWS involvement. This year, DR was managed through a three-prong system of providers: A community based agency, an AmeriCorps member funded through the Prevent Child Abuse California grant, and Linkages. 54 families received DR services between April 2012 and April 2013 through these channels. DR Family Support Aides meet at CWS weekly to review cases and train in Safety Organized Practice (SOP) methods. Outcomes have included a reduction in Juvenile Court cases and youth entering out-of-home care. We have reduced entries to out-of-home care from 85 in 2011 to 66 in 2012, reflecting an actual reduction in foster care placement from 9 per 1,000 children in 2011 to 7.2 per 1,000 in 2012 (SafeMeasures©).

The third strategy, to identify sustainable funding, has also provided some support to maintain timely response. Efforts to identify sustainable funding sources either within the new legislative realignment funding pool or outside funding to develop a community based, citizen engaged response system to low risk family interventions was somewhat successful in that though dollars have been identified through local mini-grants, these

dollars have been nominal and are not renewable. Realignment dollars will be tapped to ensure operations continue to grow.

8A Youth Transition to Adulthood

Tuolumne County is dedicated to begin independent transitional planning at the time the youth is eligible. In this effort, the department designated one .5 FTE social worker to the *After 18* and ILP program. In Tuolumne County, this dedicated caseworker also serves Probation youth The case worker developed a system where he is reminded to complete a TILP prior to each court hearing (every 6 months) for all youth ages 15 ½ to 21 years. Goals are designed around the youth's educational intentions (i.e. high school, college, trade school). If the youth needs verification documents, employment, and/or skills identified as needing improvement, these become goals within the TILP. TILP goals are developed and reviewed during monthly contacts and modified accordingly based on the youth's progress and full participation with as many supportive figures as possible, including caregivers. For *After 18* youth, Case Plan goals and TILP goals are mimicked to reflect participation criteria. The court report addresses youth participation, progress, and hurdles along with how the case manager is assisting the youth in meeting the goals of their TILP and Case Plan.

Part of the aging youth's transition plan is to have the youth identify a 'circle of support' which includes permanent supportive connections into adulthood. This is achieved through the 'team' - youth, caseworker, ILP Coordinator, care provider, service providers, and other identified permanent connections. The first transition conference occurs 6 months to 90 days prior to the youth's 18th birthday. The second transition conference occurs 6 months-90 days prior to the youth's 21st birthday or before the termination hearing if the youth chooses or is required to exit prior to age 21. Youth are involved during the transition process by engaging them to develop a plan to become self-sufficient adults.

At age 15 ½ years, or when the youth is referred to the ILP program, the ILP Coordinator schedules a meeting with the youth and caregiver to identity a support team, identify youth's needs, and discuss ILP services. From the age of ILP eligibility, there is a shift in the overall view of case managing the youth to prepare for his/her transition into adulthood. This includes discussion of his/her future goals and plans on a monthly basis and a review of the emancipation plan (TILP, Case Plan) every six months when a new TILP is developed with the youth and caregiver. Approximately 6 months prior to the youth's 18th birthday, the *After 18* Social Worker will complete a review of the option for the youth to participate in the extended foster care program, extending their date of emancipation.

Our second strategy is to ensure youth emancipating from care are connected to an involved, supportive adult to carry into adulthood. To this end, youth are asked to identify a list of permanent connections beginning at age 15 ½ years. If a youth is unable to identify an involved and supportive connection, the ILP program will look into referring the youth to a mentoring program or match them with an ILP mentor. Also, the case manager continues to explore permanent connections with the youth throughout his/her time in foster care. This includes engaging the youth more holistically with his or her current relationships (NREFM, relatives, significant others, etc).

The youth is continuously engaged through case management visits, TILP reviews, Case Plan updates, and transition conferences where the youth identifies permanent connections in their life.

The third strategy is aimed to ensure development of a system or method to maintain contact with emancipated youth for purposes of maintaining the National Youth in Transition Database (NYTD). As per instruction given in ACL 11-27 and from the NYTD Support unit, all completed and attempted contacts with emancipated foster youth are entered into CWS/CMS. Contacts are also logged in the ILP/Aftercare files.

The CWS/CMS project has not updated its system to allow for automatic reminders to prompt a caseworker to begin TILP activities. In lieu of that strategy/activity, a SafeMeasures© report can be generated to capture any youth approaching any age. At this time, SafeMeasures© reports are the only source capturing this data for ILP and *After 18* case workers.

After 18 youth continue to receive ILP incentives for participation in ILP events. Additionally, *After 18* youth are eligible for report card incentives while attending high school, high school graduation incentives, and continued financial support from the ILP program to assist the youth in achieving the goals identified on his/her TILP. Youth participating in the NYTD Data Collection Follow-Up Surveys are to be issued a $75 incentive payment from the ILP program (ACL 12-52). Completion of the survey is verified through a SafeMeasures© report. All NYTD due surveys have been completed to date and incentive issued.

III. Other Successes/Promising Practices

CHILD WELFARE SERVICES

Improvements in Tuolumne County outcomes cover a wide array of areas. First, CWS achieves 90-100% compliance in each of the following:

1. No Recurrence of Maltreatment (111 of 114 youth, 97.4%)
2. No Maltreatment in Foster Care (177 of 177 youth, 100%)
3. Rate of Timely Health Exams (87 of 93 cases, 93.5%)
4. Rate of Timely Dental Exams (66 of 73 cases, 90.4%)
5. Timely Response – Immediate Referrals (9 of 10 referrals, 90%)
6. Timely Response – 10 day referrals (66 of 69 referrals, 95.7%)
7. Adoption within 12 Months (22 of 23 youth, 95.7%)
8. Timely Visits with Child – Month 1 (132 of 138 youth, 95.7%)
9. Timely Visits with Child – Month 2 (130 of 132 youth, 98.5%)
10. Timely Visits with Child – Month 3 (126-129 youth, 97.7%)
11. Exits to Permanency – Legally Free at Exit (25 of 25, 100%)

Promising practices that have assisted in successful service delivery and improved outcomes for youth and families include the sampling of activities listed below.

Animal Assisted Intervention: The Hands and Hooves Project

June 25, 2012, marked the one year anniversary of the *Hands and Hooves* Program. This program provides a non-tradition, therapeutic setting for abused and neglected children to work on social-emotional, and interpersonal skills by paring them with abused/neglected horses. Each session contains structured curriculum and hands on learning. Trained equestrian professionals provide the children with basic safety knowledge and horsemanship skills, and special guest speakers present on issues affecting the health, safety and well being of the animals. The children also participate in ranch "chores" where they get to learn first hand what type of care a horse requires.

Aside from the abovementioned activities, the *Hands and Hooves* curriculum involves journaling, field trips and various art projects. The children are also given the opportunity to have individual time with their animal during each session. Based on the feedback received, the children often use this time to "talk" to their horse. Some children have shared they can communicate with their horse about an issue troubling them, and this provides emotional relief. The children also find comfort in their ability to spend time with peers who understand what it is like to be a foster youth placed in out of home care. For children who have experienced abuse and neglect, the relationships they build with the animals, ranch volunteers and peers, allow them to begin healing from past physical and emotional trauma.

Excerpts from the children's journals have confirmed the powerful effects of this program. Below are several examples. Each statement is addressed to the children's equine partner.

- *When I am feeling down, you make my life worth while and you bring a big smile to my face. You've allowed me to grow and be more patient. You are one of my best friends and one of the best things that has ever happened to me.*
- *Thank you for teaching me not to be afraid. You taught me more than anyone and you are everything I've ever wanted in a friend.*
- *I can't put into words how much I love you and care about you.*
- *I never thought I'd have a best friend, especially a horse.*

Those providing care to the foster youth participating in *Hand and Hooves* have also noted the benefits of the program. The following are observations made by caregivers:

- *She is not so shy and withdrawn.*
- *He has gained insight into himself. He has felt important and part of something.*
- *It has helped him deal with some of his own internal issues.*

To date, the program has been provided to thirty-three children. The majority of these participants have returned to the ranch for subsequent sessions to serve as a peer mentors to participants new to the program. The program initially targeted children receiving permanent placement services (i.e. children in long term foster care). The program has been expanded to include children participating in Family Reunification services as well as children who have returned home to their parents under a Family Maintenance service plan. Participant ages have range from 6 to 17 years old. A total

of twenty-five adult volunteers, 5 youth volunteers and 19 CWS staff have participated in various program sessions.

StepDown Implementation

As families transition out of court-ordered Child Welfare Services (CWS) and back into their wider community, risk of relapse into past behaviors increases. Through a community based service to assist families in this transition, opportunities to prevent relapse and to develop a strong network of support are enhanced. The community based StepDown program offered through two vendors (AmeriCorps and Infant Child Enrichment Services), provides parents with home visiting, case management, and resource/referral as they readjust to life without CWS supervision.

The focus of initial program implementation was on families who had been referred to CWS due primarily to concerns surrounding substance abuse.
Since July of 2012, all families transitioning out of Court ordered substance abuse treatment have been referred to the StepDown Program and approximately 50% have engaged in this voluntary service. Families are referred to a StepDown worker three months prior to juvenile court termination. This time is spent building rapport between the StepDown worker and family members and identifying goals in an aftercare plan. This plan delineates the type and frequency of contact between the family and StepDown worker. The plan also focuses on relapse prevention and the identification of family support networks. This preplanning prepares the family for Juvenile Court termination and positions family members to maintain sustained sobriety after the formal structure of the court system is removed.

The Family Support Aide providing StepDown services engages families in a pre- and post-assessment Family Development Tool which ranks their functioning across 11 measures, with 5 levels of functioning. The tool is used upon opening a StepDown case and at closure. Adult-Adolescent Parenting Inventory (AAPI) assessments are used to identify areas of parenting need, and surveys assessing protective factors are also used at the onset and conclusion of StepDown services. The abovementioned tools provides numerical figures to assess and monitor parenting skills while simultaneously creating a setting that encourages dialogue between targeted families and service providers.

Peer Partner Project

Tuolumne County implemented a *Peer Partner* program in September of 2012. The initial phase of the program was dedicated to serving parents with identified drug and/or alcohol dependence and abuse. Given this focus, Child Welfare Services staff began recruiting parents who had previously participated in the Dependency Drug Court (DDC) program to serve as *Peer Partner*s. In July 2012, a letter was mailed to all parents who had successfully graduated from the DDC program within the past 3 years. Interested parties were encouraged to contact CWS if they were interested in providing *Peer Partner* services. Those that inquired were given the opportunity to apply for the position by filling out an application and program questionnaire. Interviews were then scheduled and, to date, Tuolumne County has 4 active *Peer Partner*s.

Aside from the mentoring they are providing to CWS service recipients, this group has been active in the further development and refinement of the *Peer Partner* program in Tuolumne County. These parents have developed program flyers, spoke at community events and meetings, and are currently participating in a regional *Peer Partner* Advisory Committee. This committee is dedicated to assist in the continuous professional development of *Peer Partner* program.

*Peer Partner*s receive a small monthly stipend for their services and work with approximately 3-6 parents at any given time. Efforts are underway to begin offering a *Peer Partner* led support group for parents engaged the CWS system. In addition, Tuolumne County Behavioral Health has agreed to develop and facilitate individual and/or group supervision for the *Peer Partner*s. This is intended to provide professional support for *Peer Partner*s who run the risk of encountering potential emotional triggers in their work surrounding issues of addiction and trauma.

This group of *Peer Partner*s has shown a high level of commitment to the program's success. Below is a program description written from the perspective of a *Peer Partner*: "*We know that things just came crashing down all around you. Your child has just been removed and you have a million questions. We know where you are right now as we had our world crash down too. We know what you are feeling because we have been there and we want to help you make things right again. We now serve as parent advocates for people just like you who are entering the Child Welfare System. As your Peer Partner we can provide you with support and guidance as you chart your course through the system. Your participation is completely voluntary and confidential. Let us help you get your children back!*"

Quality Parenting Initiative (QPI)

QPI, an incredibly successful initiative founded in Florida, resulted in a 40% reduction in the number of kids in Florida's foster care system, mostly through a reduction in recidivism. This success prompted the Youth Law Center (YLC) to bring the Quality Parenting Initiative to California, through a competitive process, in which Tuolumne County has been piloting since November 2011.

QPI stakeholders include biological parents, extended Families, Child Welfare Services, Probation, foster parents, Juvenile Court, county schools, and foster parent training providers. This group has been instrumental through a host of collaborative meetings in defining what excellence in foster parenting looks like, what excellence in social workers entails, and in which way we define "stellar" for our community's children. The result has been to condense all the information gleaned into a measurable set of standards for both foster parents and social workers. This effort teamed with an updated logo, mission, and recruitment strategy has driven improved practice. Tuolumne County has added a Foster Parent Liaison, Foster Parent Mentor system, and website/email to support foster parents, leading to stronger teaming and increased sense of well-being.

Through improved recruitment, targeted retention efforts, and enhanced support, Tuolumne County expects to improve the downward trend in level of placement for its youth to more local, least restrictive, and most permanent.

PROBATION

Tuolumne County Probation works hard to keep youth out of foster care whenever possible. Family meetings are held to "brainstorm" solutions to possible out-of-home care. However, in those cases where the protection of the community and intensive treatment and supervision are an issue, removal from the home and often from the community cannot be avoided (i.e., sex offender treatment needs). This practice, as well as case management oversight by our onsite Juvenile Family Therapist, has proven a positive outcome for our youth and families. The Family Therapist is able to ensure mental health services provided by our service providers are in fact, meeting the specific needs of the youth. In addition, the Family Therapist works alongside the Probation Officer working closely with the youth and their parents/family members to facilitate a successful reunification as quickly as possible when safety (for the community/youth/family) and needs of the youth have been met. Probation successfully reunified two youth with their families during this report period. Both youth are on track to graduate from high school and neither has committed a new law violation.

Probation averages 3-6 Wards placed in out-of-home care at any given time. The Wards are immediately exposed to self-sufficiency skills and discussions regardless of age. Once the youth reaches the age of sixteen, they are introduced to the ILP Coordinator and the TILP is completed with the youth, ILP Coordinator and Probation Officer. Multiple meetings are held with this "team" as well as the current caregiver to encourage the youth and assess progress being made with their transitional case plan goals.

Tuolumne County is fortunate to have a dedicated *After 18*/ILP unit within the Department of Social Services who does a phenomenal job in engaging youth, providing services for those youth fortunate to remain in the county, and facilitating and ensuring services are provided to those youth that experience placement outside the county. This unit serves all foster youth as well as those probation youth who transition to Extended Foster Care through Welfare and Institutions Code Section 450.

The Probation Department has implemented several evidence based programs/principles since the development of our 3-year SIP in 2010. These include Girls Circle, Boys Council, Interactive Journaling, Thinking for a Change, Aggression Replacement Training and Bringing up Parents. Participants selected for these programs were screened and assessed as "high-risk" to reoffend. A snap-shot look eighteen months after implementation of the programs reveals a recidivism rate of approximately 27% among those Wards who completed the program.

IV. Other Outcome Measures Not Meeting State and/or National Standards

UCB reports reflect downward trends in the areas of long term care, specifically *exits to permanency* (C3.1) and in placement stability (C4).

C3 Long Term Care Composite: C3.1 Exits to Permanency (24 months in care)

According to Q3 2012 data, only one of 8 youth exited to permanency after 24 months in care, resulting in a 69.3% downward trend compared to baseline. A review of the cases demonstrates each child has been deemed unadoptable, including a desire not to be adopted, and appropriate family has not been identified for extended support.

C4 Placement Stability Composite

For youth in care less than one year (Measure C4.1), placement stability has experienced a less severe downward trend (-12.6% compared to baseline). However, for those youth in care at least two years, only 2 of 23 youth remained in two or less placements during the 24 months they resided in out of home care (-73.3% compared to baseline).

One issue we face in Tuolumne County is that our Emergency Children's Shelter (ECS), a Foster Family Home model, is used to allow time to identify a family member, Non-Related Extended Family Member, or strongly matched low-level care option. The ECS is not a long term option, meaning every child who enters, then remains in care for 24 months, will automatically experience two placements within the first 30 days of care.

A closer look at the data also informs us that youth who experience more frequent placement changes experienced many of these changes early in their placement episode as they attempted to adjust to out-of-home care and not necessarily as a direct impact of current practice. Tuolumne County's data set is also quite small causing difficulty in making a determination on implications of services as it relates to placement stability.

Tuolumne County is committed to ensuring youth experience the highest level of stability in the lowest level of care with the greatest quality experience. Our commitment to the Quality Parenting Initiative (QPI), to increase the number and quality of local foster homes aims to provide each of these improved outcomes for youth in the next twelve months.

V. Link to the Program Improvement Plan

The State of California is currently engaged in an ongoing Performance Improvement Plan (PIP) provided to the **Administration for Children and Families (ACF)** which identifies 6 strategies:

PIP Strategy One: Expand the use of participatory case planning strategies.
PIP Strategy Two: Sustain and enhance permanency efforts across the life of the case.
PIP Strategy Three: Enhance and expand caregiver recruitment, retention, training and support efforts.
PIP Strategy Four: Expand options and create flexibility for services and supports to meet the needs of children and families.

PIP Strategy Five: Sustain and expand staff/supervisor training.
PIP Strategy Six: Strengthen implementation of the statewide safety assessment system.

Tuolumne County's SIP is carried out with a strong focus on contributing to the achievement of each of the PIP strategies as noted below.

PIP Strategy One: Tuolumne County launched its implementation of Safety Organized Practice (SOP) in Fall 2012. SOP principles are grounded in family engagement with the child at the center of all assessment and planning.

PIP Strategy Two: With Permanency as an identified focus area, permanency has been a focus from the very beginning with the implementation of: (1) a formal family search/family finding effort, (2) alternative therapeutic interventions with our youth in permanent placement aimed at improving overall emotional well-being, and (3) use of relative and NREFM homes as primary placement options with probation and CWS youth, with a goal of keeping our children/youth in our community and in the lowest level of care possible. Efforts are ongoing and if been enhanced through the implementation of Safety Organized Practice (SOP) and Quality Parenting Initiative (QPI) in the past twelve months.

PIP Strategy Three: Tuolumne County has been highly committed to creating a system of care for children that places their well-being at the center of a revamped foster parent recruitment, retention, and advancement strategy. This effort, the Quality Parenting Initiative (QPI) is part of a pilot project through the Youth Law Center and has been in active stages of implementation since November 2011.

PIP Strategy Four: Tuolumne County developed and piloted its alternative social-emotional support for youth for those either unable to actively engage in formal 'talk therapy' interventions or as an addition to enhance formal therapies. Flexibility in services is also seen in Tuolumne County's Differential Response program, community based screening of young children using the Ages and Stages Questionnaire (ASQ), community step-down services, and implementation of Safety Organized Practice (SOP).

PIP Strategy Five: Training has been intensively provided to all levels of staff and foster parents as part of Safety Organized Practice (SOP) and Quality Parenting Initiative (QPI) implementation. Tuolumne County is committed to ensuring staff attend and complete all Core requirements, has enjoyed participation in leadership development, coaching, supervisory excellence, and locally provided training to ensure optimum effectiveness of staff throughout the agency.

PIP Strategy Six: Decision-making along the whole spectrum of risk and safety assessment, through reunification and permanency efforts, continue to place safety at the forefront of all decisions affecting families. Implementation of Safety Organized Practice (SOP) is furthering staff commitment and understanding in effective use of Structured Decision Making (SDM).

5-Year SIP Chart

Priority Outcome Measure or Systemic Factor: C1.4 Reentry Following Reunification

National Standard: 9.9%

Current Performance: According to January 2013 Quarterly Data Report (Quarter 3 of 2012), of the 40 children who exited care, 17 had subsequent entries within 12 months. This is a reentry rate of 42.5%

Target Improvement Goal: The System Improvement Plan (SIP) goal related to this outcome measure indicated Tuolumne County's reentry figures would remain between 15-18%. Current data indicates Tuolumne County Child Welfare Services is not meeting this goal.

Priority Outcome Measure or Systemic Factor: 2B Timely Response (10 Day Referrals)

National Standard: 90% (State Goal)

Current Performance: According to January 2013 Quarterly Data Report (Quarter 3 of 2012), of the 69 referrals requiring a 10 day response, 65 were investigated timely. This measures 95.7% compliance.

Target Improvement Goal: The System Improvement Plan (SIP) goal related to this outcome measure indicated Tuolumne County's compliance would be no less than 92%. Current data indicates Tuolumne County Child Welfare Services is meeting this goal.

Priority Outcome Measure or Systemic Factor: 8A Youth Transition to Adulthood

National Standard: N/A

Current Performance: According to January 2013 data derived from the SafeMeasures database, all children over the age of 16 in placement at least one day and all children 14-16 whose placement has been opened for more than 30 days, 18 out of 21 children had at least one recorded ILP service. This indicates 85.7% of eligible youth have been provided ILP services.

Target Improvement Goal: The System Improvement Plan (SIP) goal related to this outcome measure indicated Tuolumne County Child Welfare Services would maintain a minimum of 75% ILP participation rate for transitional aged youth. Current data indicates Tuolumne County Child Welfare Services is meeting this goal.

Priority Outcome Measure or Systemic Factor: 4B Least Restrictive Placement (Point in Time)

National Standard: N/A

Current Performance: According to January 2013 Quarterly Data Report (Quarter 3 of 2012), of the 111 children in placement (point in time measure), 32.4% (n=36) were placed in a relative home, 9% (n=10) were placed in a local Foster Family Home, 41.4% (n=46) were placed in a Foster Family Agency Home (FFA), and 1.8% (n=2) were placed in a Group Home.

Target Improvement Goal: The System Improvement Plan (SIP) goal related to this outcome measure indicated Tuolumne County Child Welfare Services would reduce FFA placements to 26.9% and maintain this figure below 28%. Data indicates Tuolumne County Child Welfare Services is not meeting this goal.

5-Year SIP Chart

Strategy 1: Implement Community Step-Down Program, a community based system for supporting clients as dependency case closes.	☒ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☐ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** C1.4 Reduce reentry following reunification
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Prepare RFP to identify CBO(s) interesting in providing post dependency step-down services for FY 2014/2015.	March 2013	Cori Ashton, CWS Annie Hockett, CWS HSA Analyst
B. Develop agreement with community based organization(s) to deliver step-down services to clients within the community.	July 2013	Cori Ashton, CWS Annie Hockett, CWS HSA Analyst
C. Recruit AmeriCorps service member(s) to provide step-down services.	October 2013	Cori Ashton, CWS Annie Hockett, CWS HSA Analyst
D. Incorporate Parent Partner program in the delivery of Step-Down services.	May 2013	Cori Ashton, CWS Annie Hockett, CWS Florencia Baldwin, CWS

E. Develop data tracking mechanisms to evaluate the effectiveness of step-down services.	July 2013	Cori Ashton, CWS Annie Hockett, CWS

5-Year SIP Chart

Strategy 2: Develop Tuolumne County Parent Partner Program	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** C1.4 Reduce reentry following reunification
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Continue Parent Partner recruitment efforts and maintain adequate pool of Parent Partner specialists.	Ongoing	Annie Hockett, CWS Florencia Baldwin, CWS
B. Research funding options and structural supports to add Parent Partner coordinator position to oversee Parent Partner program operations.	October 2013	Cori Ashton, CWS Annie Hockett, CWS HSA Analyst
C. Include Parent Partner support and groups into Dependency Drug Court program matrix.	January 2014	Cori Ashton, CWS Annie Hockett, CWS Clint Huffman, BHD
D. Engage Parent Partners into community leadership roles and increase committee involvement.	Ongoing	Annie Hockett, CWS Florencia Baldwin, CWS

E. Develop data tracking mechanisms to evaluate the effectiveness of Parent Partner services.	July 2013	Cori Ashton, CWS Annie Hockett, CWS Florencia Baldwin, CWS

Strategy 3: Implement Safety Organized Practice (SOP)	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** 2B Timely Response 4B Least Restrictive Placement
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Provide staff with foundational and advanced Safety Organized (SOP) training opportunities to ensure successful role out of SOP.	April 2013/Ongoing	Cori Ashton, CWS Annie Hockett, CWS
B. Contract with UC Davis Northern Training Academy to offer SOP coaching for CWS direct service staff and leadership team members.	February 2013-July 2013	Cori Ashton, CWS Annie Hockett, CWS Rebekah Elizondo, CWS Florencia Baldwin, CWS Social Workers

C. Include community stakeholders and service providers in SOP training opportunities.	April 2013/Ongoing	Cori Ashton, CWS Annie Hockett, CWS Rebekah Elizondo, CWS Florencia Baldwin, CWS
D.		
E.		

5-Year SIP Chart

Strategy 4: Ensure transitional planning for youth ages 15 ½ through 21 years is consistent, youth centered, and youth directed.	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** 8A Youth Transition to Adulthood
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Develop multiple realistic/obtainable goals with youth. Outline goals clearly in the TILP, case plan and Court report.	Ongoing	ILP/After 18 Caseworker ILP Supervisor DPO/Placement Officers Social Workers
B. Engage youth in becoming active participants in planning of emancipation by having them participate in selection of achievable goals. Have youth identify support "team."	Ongoing	ILP/After 18 Caseworker ILP Supervisor DPO/Placement Officers Social Workers
C. Supervising Deputy Probation Officer/Social Worker, youth, ILP Coordinator and care provider set meeting with potential "support" team (initially at 15 ½ years old and every six month until age 17). Starting at age 17 every three months and 90 days prior to emancipation.	Ongoing	ILP/After 18 Caseworker ILP Supervisor DPO/Placement Officers Social Workers

D. At age 17, After 18 case worker will meet at least quarterly with youth to discuss After 18 services and provide orientation to After 18 services. Service plan for After 18 services is developed and incorporated into Court report.	Ongoing	ILP/After 18 Caseworker ILP/After 18 Supervisor DPO/Placement Officers Social Workers
E.		

Strategy 5: Ensure each youth emancipating from the foster care system is connected to an involved and supportive adult or lifelong connection.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** 8A Youth Transition to Adulthood
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Identify potential lifelong connections for youth through periodic TILP review meetings, emancipation conferences, and After 18 planning meetings.	Ongoing	ILP/After 18 Caseworker ILP/After 18 Supervisor DPO/Placement Officers Social Workers

5-Year SIP Chart

B. Create process for parent/relative search for family and/or mentor supports. Utilize websites for family finding functions. Include State Adoptions in Family Search and Engagement efforts.	Ongoing	ILP/After 18 Caseworker ILP/After 18 Supervisor DPO/Placement Officers Social Workers
C. .		
D.		
E.		

5-Year SIP Chart

Strategy 6: Develop/Maintain a tracking system to maintain contact with emancipated foster youth and to meet federal requirements of the National Youth in Transition Database (NYTD)	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): 8A Youth Transition to Adulthood
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Explore possibilities of adding reminders to Child Welfare database when youth reaches age 17 in order to add a youth to a county tracking system.	December 2013	Permanent Placement Caseworker Placement Probation Officer
B. If feasible, considering impact of legislative realignment, implement an incentive program to ensure youth in maintaining contact to ensure the collection of data.	December 2013	ILP Supervisor
C. Consider and research plan to develop and implement training program for caregivers to ensure collection of data.	January 2014	ILP Supervisor Cori Ashton, CWS
D. Case assigned Probation Officers/Social Workers will review NYTD database on a quarterly basis to ensure timely data entry.	Ongoing	Permanent Placement Caseworker Placement Probation Officer

5-Year SIP Chart

Strategy 7: Implement Family Search and Engagement / Family Finding Program	☒ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B Least Restrictive Placement
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Provide CWS/Probation staff and community stakeholders with foundational training on FSE.	February 2013-Completed	Annie Hockett, CWS
B. Research funding options and structural supports to add FSE support position(s) to CWS/Probation staff roster.	July 2013	Cori Ashton, CWS Annie Hockett, CWS Linda Downey, Probation
C. Explore methods to include Parent Partners in Family Search and Engagement efforts.	September 2013	Annie Hockett, CWS Florencia Baldwin, CWS Rebekah Elizondo, CWS
D. Create Foster Parent training Curriculum to review importance of FSE. Offer said training to all current licensed foster parents.	Completed/Ongoing	Annie Hockett, CWS Linda Downey, Probation Foster Care Licensing Staff

5-Year SIP Chart

Strategy 8: Implement Quality Parenting Initiative (QPI) Countywide	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** 4B Least Restrictive Placement
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Develop Foster Parent Liaison position. Develop job description, write RFP, coordinate interviews and develop contract.	Completed	Michelle Clark, FC Licensing HSA Analyst
B. Define performance standards for CWS staff and foster parents that represent excellence of team members.	Completed	Cori Ashton, CWS FC Licensing Staff HSA Analyst
C. Overhaul Foster Parent training by evaluating current curriculum, seeking community input and provide updated training curriculum to new and existing foster parents.	Complete/Ongoing	Annie Hockett, CWS FC Licensing Staff Linda Downey, Probation
D. Develop foster parent website to better meet needs of foster parent community.	September 2013	Michelle Clark, FC Licensing HSA Analyst

E. Create new Tuolumne County Foster Care logo and slogan that represents QPI brand. Conduct focus groups to obtain input on prospective logos and slogans and work with graphic designer to create image consistent with Tuolumne County QPI brand.	July 2013	Michelle Clark, FC Licensing HSA Analyst Foster Parent Liaison
F. Develop outcome surveys and data collection mechanisms to monitor effectiveness of QPI project.	November 2013	Foster Parent Liaison HSA Analyst

5-Year SIP Chart

Strategy 9: Redevelop cost effective and productive DR program.	☒ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☐ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** Timely Response to 10 day referrals
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Prepare RFP to identify CBO(s) interesting in providing Differential Response services for FY 2014/2015.	March 2013	Cori Ashton, CWS Annie Hockett, CWS HSA Analyst
B. Develop agreement with community based organization(s) to deliver Differential Response services to clients within the community.	July 2013	Cori Ashton, CWS Annie Hockett, CWS HSA Analyst
C. Develop data tracking mechanisms to evaluate the effectiveness of DR program.	July 2013	Cori Ashton, CWS Annie Hockett, CWS Rebekah Elizondo, CWS

D. Identify sustainable funding source either within new legislative realignment funding pool, or outside funding to developed community based, citizen engaged response system to low risk family interventions.	December 2013	Cori Ashton, CWS Annie Hockett, CWS HSA Analyst
E. Implement self-sustaining community based intervention model for differential response services to prevent child abuse, to intervene early in lower risk families, and to ensure community participation in providing a safety net for families.	December 2013	Cori Ashton, CWS Annie Hockett, CWS HSA Analyst